

Borralan has developed its own reporting system called the corporate steering wheel (Appendix 1) to manage performance in the company. At a recent meeting with institutional investors, however, it was suggested that Borralan's overall performance management would be enhanced by adopting the Lynch & Cross performance pyramid (Appendix 2). The investors were familiar with the nine performance headings of the pyramid (market, financial, customer satisfaction, flexibility, productivity, quality, delivery, cycle time and waste). The most significant advantage for Borralan, the investors felt, would be the increased focus on identifying how the performance pyramid would achieve efficiency internally and effectiveness externally.

The board of Borralan would like you to assess the extent to which the measures in Borralan's corporate steering wheel address the nine performance headings of the performance pyramid. The board has stressed that it does not require you to suggest alternative measures for the performance pyramid.